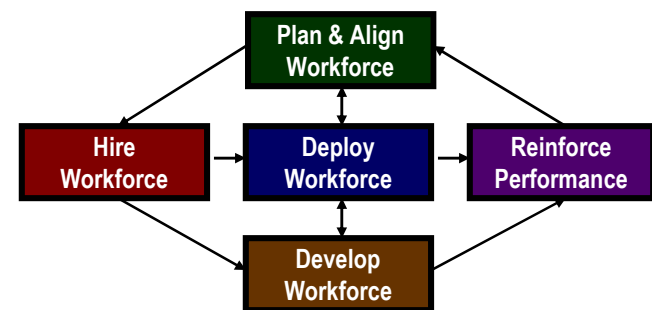

**State of Washington
Department of Veterans Affairs**

**Human Resource
Management Report**

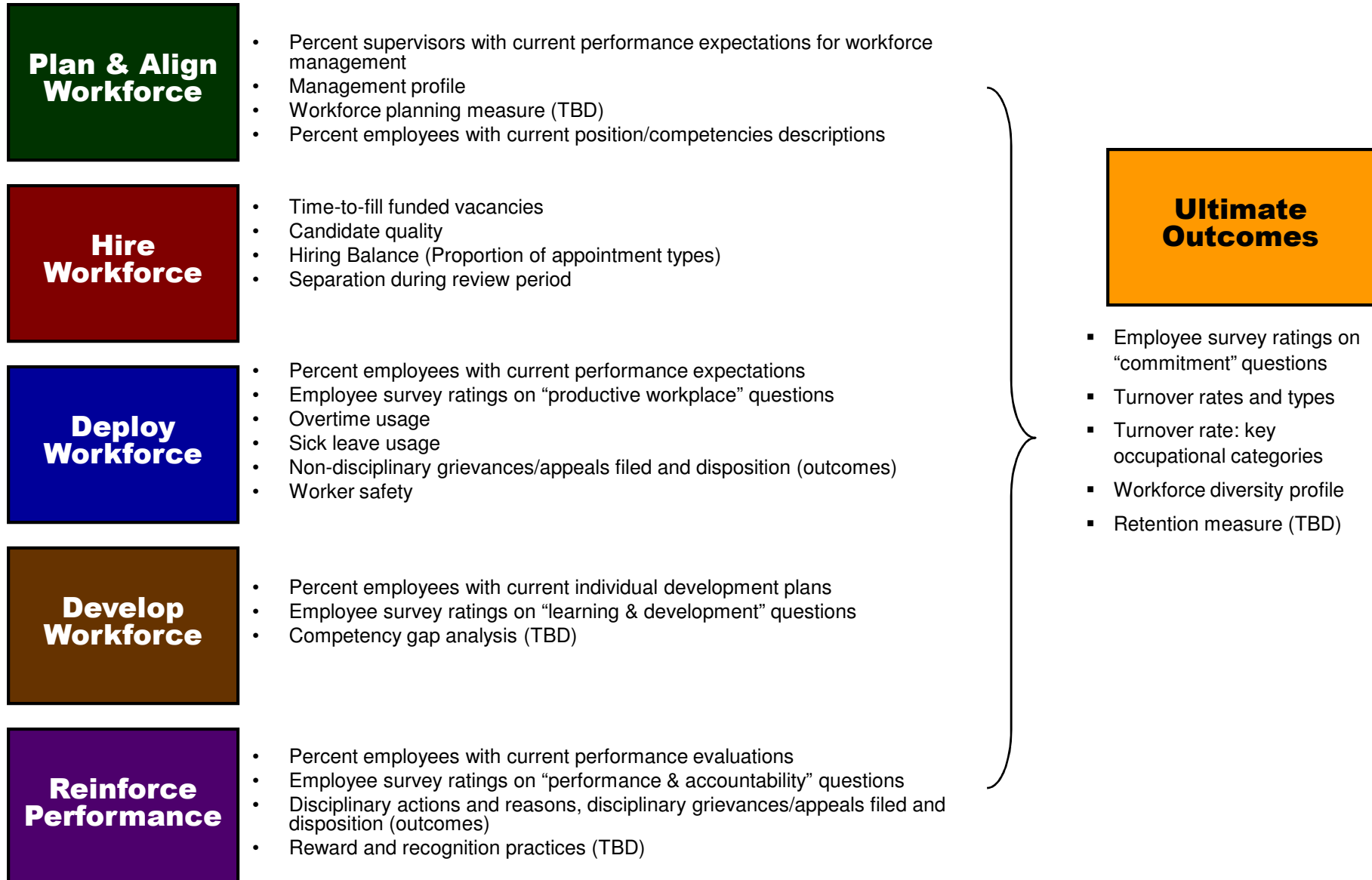


October 2008

Managers' Logic Model for Workforce Management



Standard Performance Measures



Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Workforce Management Expectations

Agency Priority: Low

Percent supervisors with current performance expectations for workforce management = 100%

*Based on 123 of 123 reported number of supervisors.
Applies to supervisors in permanent positions, both WMS & GS.

Analysis:

- The WDVA has received Performance Management Confirmation. As part of our commitment to providing clear expectations to all staff, including supervisors, the Director set a target of 100% completion on Performance and Development Plans (PDP).
- Progress in achieving a 100% completion rate for PDPs continues to be a priority in the agency and is monitored and reported in management team.
- It continues to be an expectation that PDPs are reviewed with employees on a quarterly basis.

Action Steps:

- Maintain 100% completion rate for performance expectations.
- Continue to review employee PDPs on a quarterly basis.

Management Profile

Agency Priority: Low

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

WMS Employees Headcount = 33

Percent of agency workforce that is WMS = 4.5%

Managers* Headcount = 37

Percent of agency workforce that is Managers* = 5.0%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

Analysis:

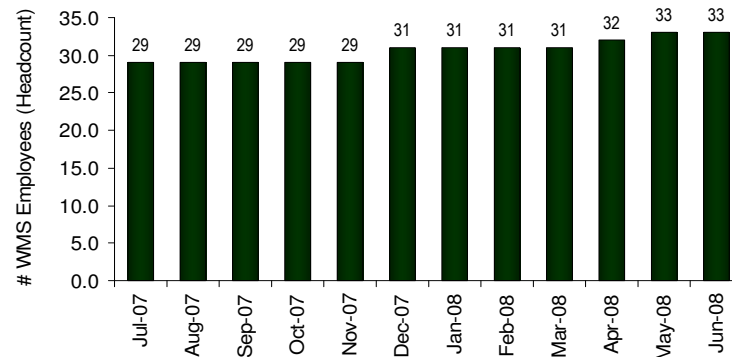
- The WDVA appropriately utilizes management level positions to accomplish the agency's mission and goals.
- The WMS employee headcount on October 1, 2008, is 30.

Action Steps:

- The WDVA will continue to analyze the number of management positions it uses to ensure we are at an appropriate level to accomplish our mission and goals.
- The WDVA will continue to assess processes for potential areas of improvement.

Washington Management Service Headcount Trend

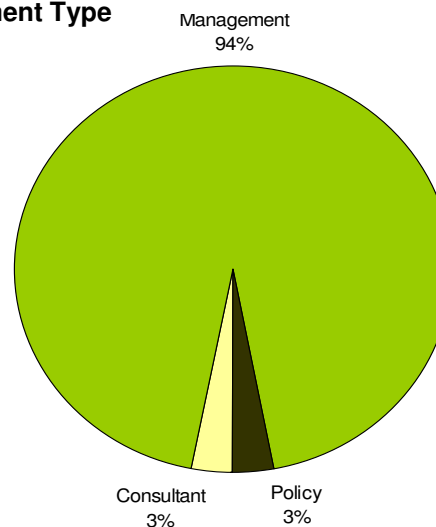
Data Time Period: July 2007 through June 2008



[Use of this chart is optional]

WMS Management Type

Management	31
Consultant	1
Policy	1
Not Assigned	0



Data as of June 30, 2008
Source: HRMS/BI

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Agency Priority: Low

Percent employees with current position/competency descriptions = 100%*

*Based on 616 of 616 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- The WDVA is committed to ensuring each employee is aware of the requirements of his/her position.
- This commitment includes ensuring position descriptions have been updated and those position descriptions are shared with the affected employee.
- Position descriptions are used in conjunction with the PDPs to complete business objectives.

Action Steps:

- Supervisors will review the position descriptions at the time of recruitment or as requirements of the position change, and at least annually, at the time of the PDP review, with each employee.
- The position description will be used as a management tool in holding employees accountable for meeting the expectations of their position.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill / Candidate Quality

Agency Priority: High

Time-to-fill Funded Vacancies

Average number of days to fill*: 47.3

Number of vacancies filled: 105

*Equals # of days from creation of the requisition to start date or entry into system (whichever is earlier).

Agency Priority: High

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = Not Available Percentage = Not Available

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = Not Available Percentage = Not Available

Hiring managers indicating "no":

Number = Not Available Percentage = Not Available

Analysis:

- The time-to-fill measurement for WDVA has been from the date the requisition was entered into the E-Recruiting system to the date the job offer is accepted or the actual start date (whichever is sooner). Timely system entry has had an impact on this measurement.
- Hiring supervisors have received communications and instructions on registering within Employee Self-Service and E-Recruiting to enable them to receive candidate quality surveys; however, very few supervisors had registered and no candidate quality surveys have been received.
- In September 2008, Human Resources staff worked with hiring supervisors, both in groups and individually, to register them to receive Candidate Quality Surveys. Currently, 94% of hiring supervisors are registered.
- E-Recruiting was updated to enable reporting based on actual supervisor's recruitment request and actual job offer date which the WDVA began utilizing in July, 2008.

Action Steps:

- As stated in our 2009 – 2013 Strategic Plan, the WDVA will focus on recruiting and retaining employees.
- Appointments will continue to be monitored on a monthly basis to ensure timely entry and integrity of data.
- HR will continue to work with current and new hiring supervisors for registration to receive Candidate Quality Surveys through the system. Goal is 100% of hiring supervisors registered.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

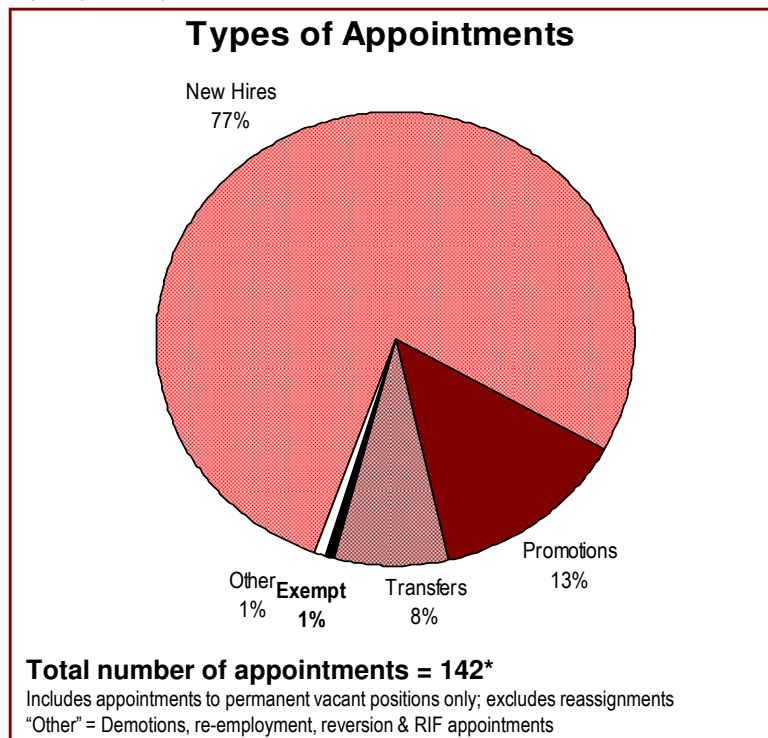
Candidate quality

**Hiring Balance
(proportion of
appointment types)**

**Separation during review
period**

Hiring Balance / Separations During Review Period

Agency Priority: Medium



Agency Priority: Medium

Separation During Review Period	
Probationary separations - Voluntary	10
Probationary separations - Involuntary	4
<i>Total Probationary Separations</i>	<i>14</i>
Trial Service separations - Voluntary	0
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	<i>0</i>
Total Separations During Review Period	14

Data Time Period: July 2007 through June 2008
Source: HRMS/BI

Analysis:

- Prior to separation, employees are provided an opportunity to improve.
- When appropriate, probationary and trial service periods are extended to provide ample opportunity to improve.
- Employees who voluntarily separated during their review periods did so for a variety of reasons. Those reasons include:
 - Moving from vicinity
 - Performance issues
 - Personal or family illness
 - Personal reasons
 - Accepted employment elsewhere
 - Decided to return to previous employer

Action Steps:

- The WDVA will provide training and support of managers during the hiring and selection process to further address candidate competencies and assist with hiring employees who understand the expectations of the position and can fulfill them. Training will be developed and deployed by March 31, 2008.
- The WDVA will continue to extend probationary and trial periods, when appropriate, and work with employees on correcting deficiencies in an attempt for the employee to become successful.
- The WDVA will continue to terminate employees who are unable to improve their behavior and/or performance.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Current Performance Expectations

Agency Priority: Medium

Percent employees with current performance expectations = 98.2%*

*Based on 605 of 616 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Our 2009 – 2013 Strategic Plan sets the expectation for increased performance. The WDVA is committed to providing clear expectations to staff and has set a target of 100% completion on PDPs.
- Employees without expectations are recent hires.
- Supervisors have been trained on writing effective PDPs.
- Progress in achieving a 100% completion rate for PDPs continues to be a priority in the agency and is monitored and reported in management team.
- It continues to be an expectation that PDPs are reviewed with employees on a quarterly basis.

Action Steps:

- Complete PDP expectations for those employees that remain incomplete by October 31, 2008.
- Reaffirm, from Director, agency commitment to retaining 100% completion rate for PDPs for the next reporting cycle. Communicate process and timeliness for completing probationary and trial service plans within the first month of hire.
- Utilize the information gained from the PDPs in the Performance Management Confirmation awards process.

Data as of September 30, 2008
Source: WDVA Human Resource Offices

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

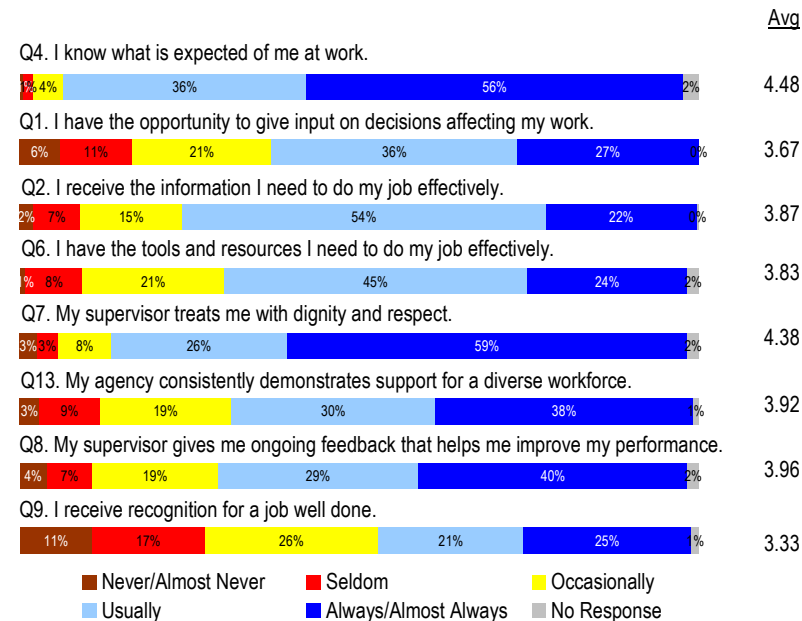
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Employee Survey "Productive Workplace" Ratings

Agency Priority: Low



Overall average score for "Productive Workplace" ratings: 3.93

Statewide Average: 3.83

Analysis:

- The 2007 employee survey showed an improvement for all questions.
- The overall average score improved from 3.80 to 3.93.
- The WDVA is performing above the statewide average in this category.
- It continues to be an expectation that PDPs are reviewed with employees on a quarterly basis.

Action Steps:

- The WDVA will continue to address setting expectations and employee feedback at the Extended Leadership level.
- The WDVA will work with supervisors to encourage an environment where employees feel safe to discuss issues affecting their jobs, provide them with training and resources to effectively recognize their employees, and to ensure employees have the tools and resources to do their jobs.
- The WDVA will continue to treat our employees with dignity and respect.

Overtime Usage

Agency Priority: High

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

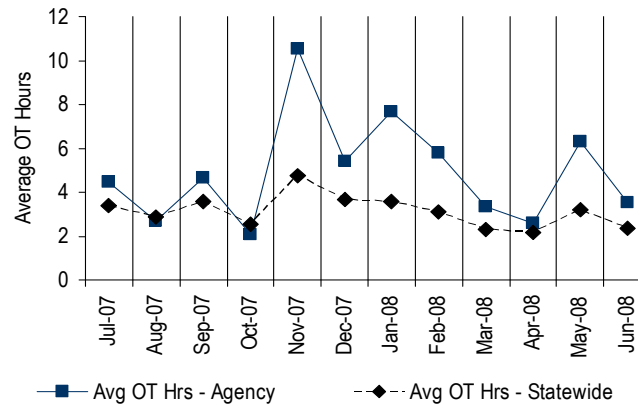
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Average Overtime (per capita) *

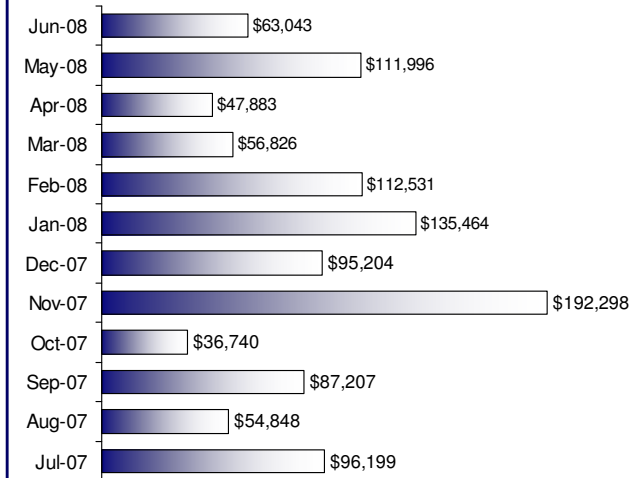


Overall agency avg overtime usage – per capita, per month: 4.92**

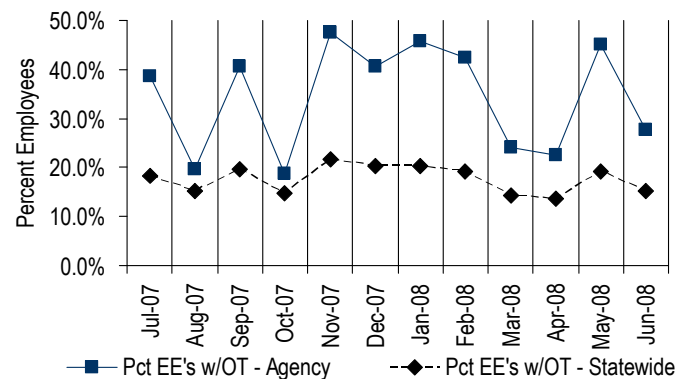
*Statewide overtime values do not include DNR

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

Overtime Cost - Agency



% Employees Receiving Overtime *



Overall agency avg employees receiving overtime per month: 34.5%**

*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Data Time Period: July 2007 through June 2008

Source: HRMS/BI

Analysis:

- Much of the cost of overtime in the agency is tied to holidays and is a mandatory requirement due to operation of 24-hour residential healthcare facilities.
- We have increased our on-call pools for RNs, LPNs and NAs by 244% since June 2007.
- Overtime usage has increased since October 2007 report.

Action Steps:

- Overtime reduction is a priority for the Director.
- Conservatively, 25% of the total OT use is controllable. Strategies will be employed to reduce or eliminate this usage by June 30, 2009.
- Managers will continue to employ tools to assist with reducing unexpected absences.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

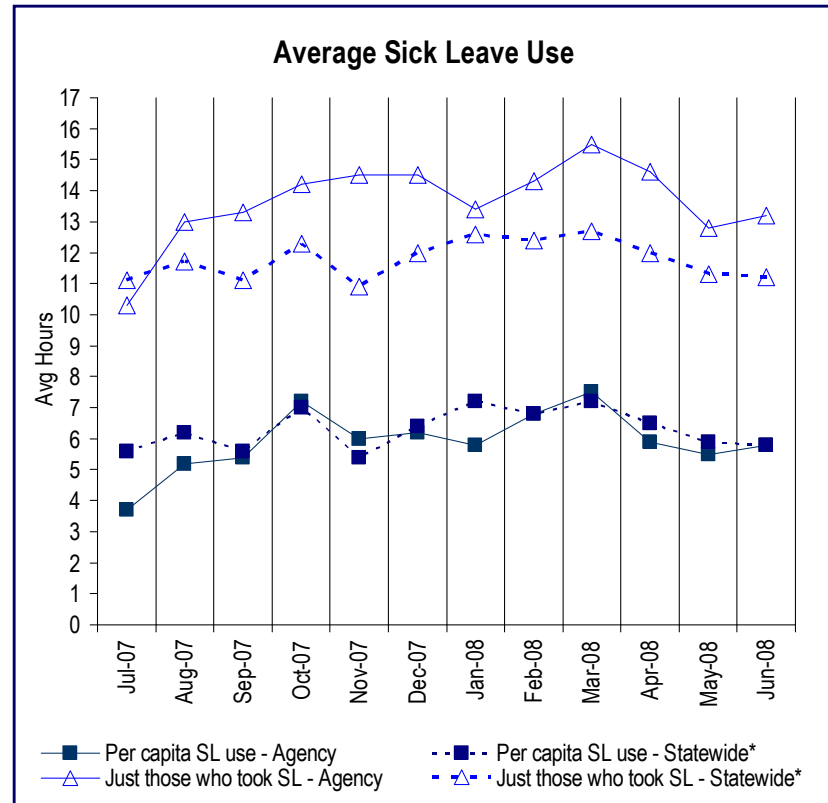
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Agency Priority: Medium

Sick Leave Usage



Analysis:

- Managers have employed tools to assist with reducing unexpected absences. If supervisors have reason to suspect leave abuse, they require documentation that the absence was medically necessary.
- Because of the nature of our work, it is necessary for staff to stay home when they are contagious so they do not compromise the fragile health of our residents or infect others.

Action Steps:

- Continue to monitor sick leave use and require documentation of medical necessity prior to approval if abuse is suspected.
- Upper management will be holding managers responsible for monitoring potential abuse and documenting corrective action taken.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	% of SL Hrs Earned (per capita) - Statewide*
5.9 Hrs	77.4%	6.3 Hrs	81.3%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) - Statewide*	% SL Hrs Earned (those who took SL) - Statewide*
13.6 Hrs	170.5%	11.8 Hrs	147.3%

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: July 2007 through June 2008
Source: HRMS

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

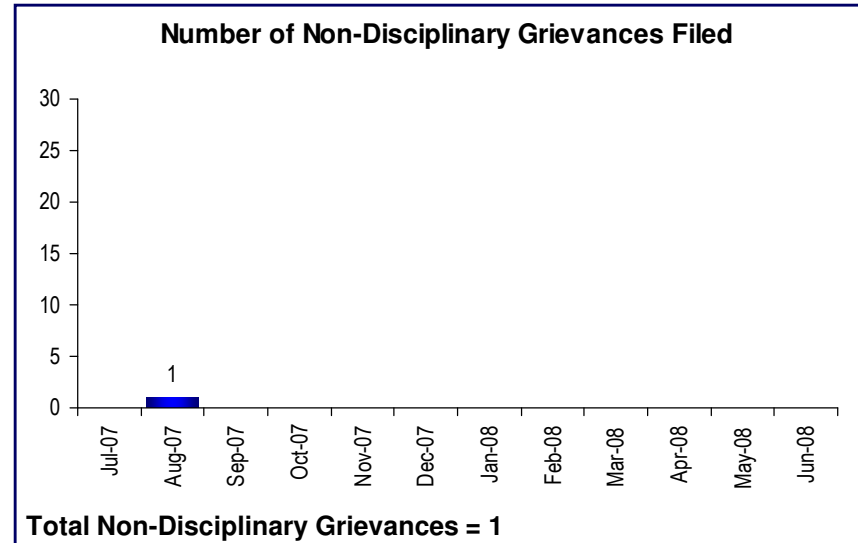
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Grievances (represented employees)

Agency Priority: Low



* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*

(Outcomes determined during time period listed below)

- Grievance was withdrawn.

Top 5 Non-Disciplinary Grievance Types (i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. SL Verification	1
2.	
3.	
4.	
5.	

Analysis:

- The low number of grievances indicates WDVA does a good job in labor relations and communications and addressing areas of concern before they turn into grievances.

Action Steps:

- The WDVA will continue to communicate with staff and shop stewards to address areas of concern before they become grievances.
- The WDVA will continue to work towards satisfactory resolution of grievances at the lowest level possible.

Data Time Period: July 2007 through June 2008
Source: HRMS Grievance Tracking System

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Filings for DOP Director's Review

- 0 Job classification
- 0 Rule violation
- 0 Name removal from register
- 0 Rejection of job application
- 0 Remedial action

0 Total filings

Filings with Personnel Resources Board

- 0 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

0 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

N/A

N/A

Total outcomes = 0

Total outcomes = 0

Data Time Period: July 2007 through June 2008
Source: Department of Personnel

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Deploy Workforce

Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations
Employee survey ratings on 'productive workplace' questions
Overtime usage
Sick leave usage
Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Worker Safety: Veterans Affairs, Department of

Analysis:

- Work at the Veterans Homes is physically demanding.
- Expectations regarding safety have been incorporated into employee PDPs.
- Staff are trained on lifting procedures.
- Lifts, slings, and tubs have been purchased to help reduce claims.

Action Plan:

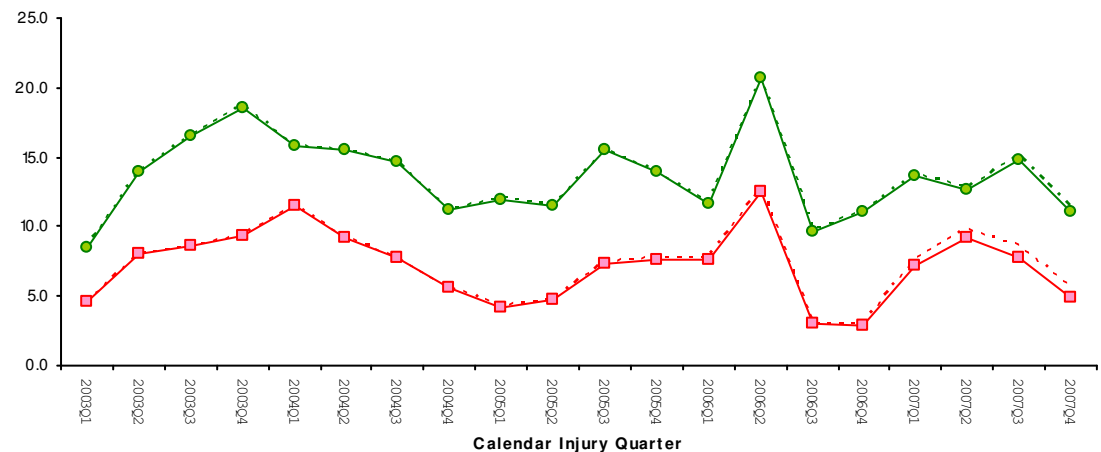
- WDVA has requested information from L&I to allow comparison to statewide data by risk class.
- WDVA will designate a full-time HR position to develop and implement a statewide safety program and work with leadership of each program area to focus on accident prevention.

Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE

- claims rate
- compensable claims rate
- projected claims rate
- projected compensable claims rate

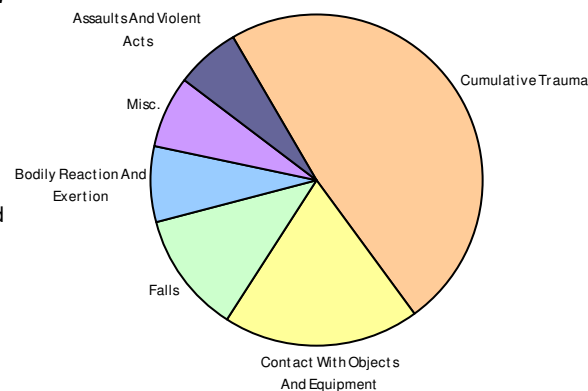


All rates as of 06-30-2008

Accepted Claims by Occupational Injury and Illness Classification System (OIICS) Event:

calendar year-quarter
2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')



Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	174
9	Other Events Or Exposures	13
0	Contact With Objects And Equipment	1

Source: Labor & Industries, Research and Data Services (data as of June 30, 2008)

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: Medium

Percent employees with current individual development plans = 98.2%*

*Based on 605 of 616 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

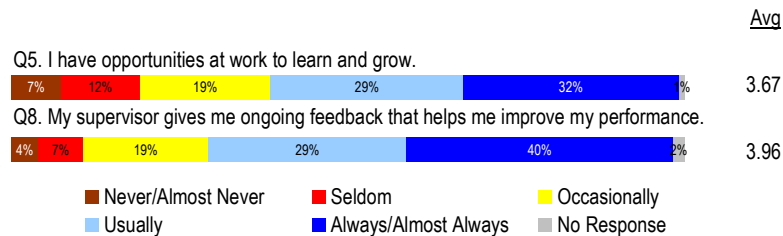
- The WDVA is committed to providing clear expectations to all staff, including supervisors, and has set a target of 100% completion on PDPs.
- Supervisors have been trained in writing effective PDPs to include development needs.

Action Steps:

- Complete PDPs for employees that remain incomplete by October 31, 2008.
- Reaffirm commitment to 100% completion rate.

Employee Survey "Learning & Development" Ratings

Agency Priority: Low



Overall average score for "Learning & Development" ratings: 3.81

Statewide Average: 3.71

Analysis:

- The 2007 employee survey showed an improvement for both questions.
- The overall average score improved from 3.59 to 3.82.
- The WDVA is performing above the statewide average in this category.

Action Steps:

- The WDVA will continue quarterly meetings with employees on their PDP. This facilitates ongoing opportunities for feedback on performance and training opportunities and needs.

Data as of September 12, 2008
Source: WDVA Human Resource Office/DOP Employee Survey

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: Medium

Percent employees with current performance evaluations = 98.9%*

*Based on 539 of 545 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Our 2009 – 2013 Strategic Plan sets the expectation for increased performance.
- The WDVA is committed to providing specific feedback to all staff, including supervisors, and has set a target of 100% completion on PDPs.

Action Steps:

- Reaffirm, from Director, agency commitment to retaining 100% completion rate for PDPs for the next reporting cycle.
- Continue to provide training to supervisors in conducting effective performance assessments on an as needed basis and as a part of new supervisor training.

Data as of September 12, 2008
Source: WDVA Human Resources Office

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

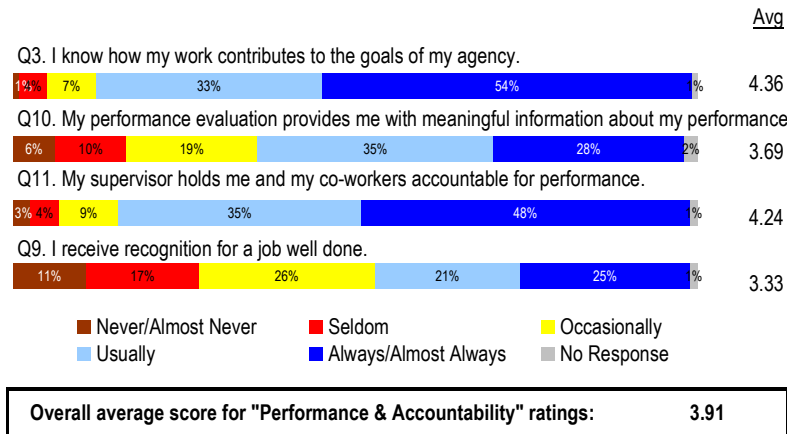
Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey "Performance & Accountability" Ratings

Agency Priority: Low



Statewide Average: 3.78

Data as of December 6, 2007
Source: DOP Employee Survey

Analysis:

- In the 2007 employee survey, WDVA maintained the same rating for question #11 and showed an improvement for all other questions.
- The overall average score improved from 3.86 to 3.91
- The WDVA is performing above the statewide average in this category.
- Position alignment with the agency's mission and goals is on every PDP. These plans are reviewed and discussed quarterly with employees so questions can be answered.
- Management is supportive of supervisors holding their employees accountable.
- The WDVA has a formal annual recognition program and also encourages other forms of recognition for employees throughout the year.

Action Steps:

- Supervisor training on completing effective PDPs will continue as needed.
- The WDVA management will continue to provide support and guidance to supervisors in managing staff.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: Low

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	0
Demotions	0
Suspensions	0
Reduction in Pay*	0
Total Disciplinary Actions*	0

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

N/A

Analysis:

- Employees are provided with opportunities to improve their performance and behaviors in an effort to avoid formal discipline, whenever possible.
- Supervisors receive support in dealing with personnel issues as the need arises.
- Performance and behavior issues are addressed at as low a level as possible.

Action Steps:

- The WDVA will continue to be proactive in dealing with HR issues.
- The WDVA will continue to provide training and guidance to supervisors in effective management of staff.
- If discipline is necessary, WDVA management will continue to support supervisors throughout the process.

Data Time Period: July 2007 through June 2008
Source: HRMS/BI and Agency Tracked

Disciplinary Grievances and Appeals

Agency Priority: Low

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

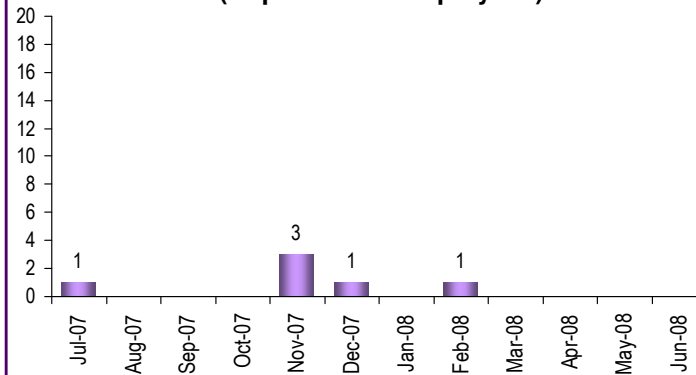
Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances (Represented Employees)



Total # Disciplinary Grievances Filed: 6

Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

0 Dismissal
0 Demotion
0 Suspension
0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

- Six grievances were settled at various steps in the process.

Disposition (Outcomes) of Disciplinary Appeals*

N/A

*Outcomes issued by Personnel Resources Board

Data Time Period: July 2007 through June 2008
Source: HRMS/BI and HRMS Grievance Tracking System

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

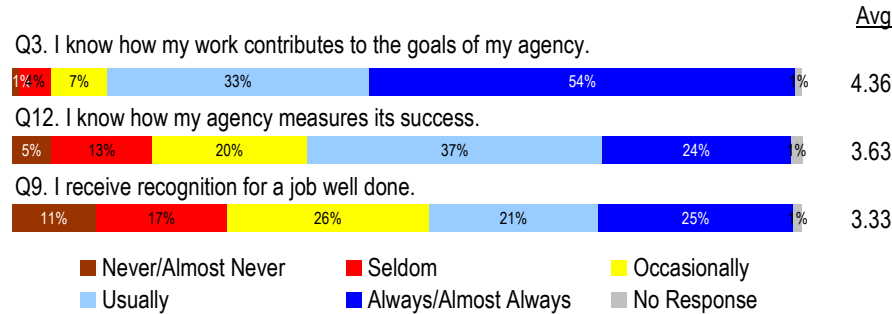
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings

Agency Priority: Low



Overall average score for "Employee Commitment" ratings: 3.78

Statewide Average: 3.67

Analysis:

- The 2007 employee survey showed an improvement for all questions.
- The overall average score improved from 3.63 to 3.77.
- The WDVA is performing above the statewide average in this category.
- It appears to be the perception of employees that WDVA can do a better job of recognizing them for a job well done.
- Position alignment with the agency's mission and goals is on every PDP. These plans are reviewed and discussed quarterly with employees so questions can be answered.
- The WDVA has a formal annual recognition program and also encourages other forms of recognition for employees throughout the year.

Action Steps:

- The WDVA will continue to provide supervisors with the tools and resources to recognize staff.
- The WDVA will encourage individual and group recognition outside of the formal recognition program.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

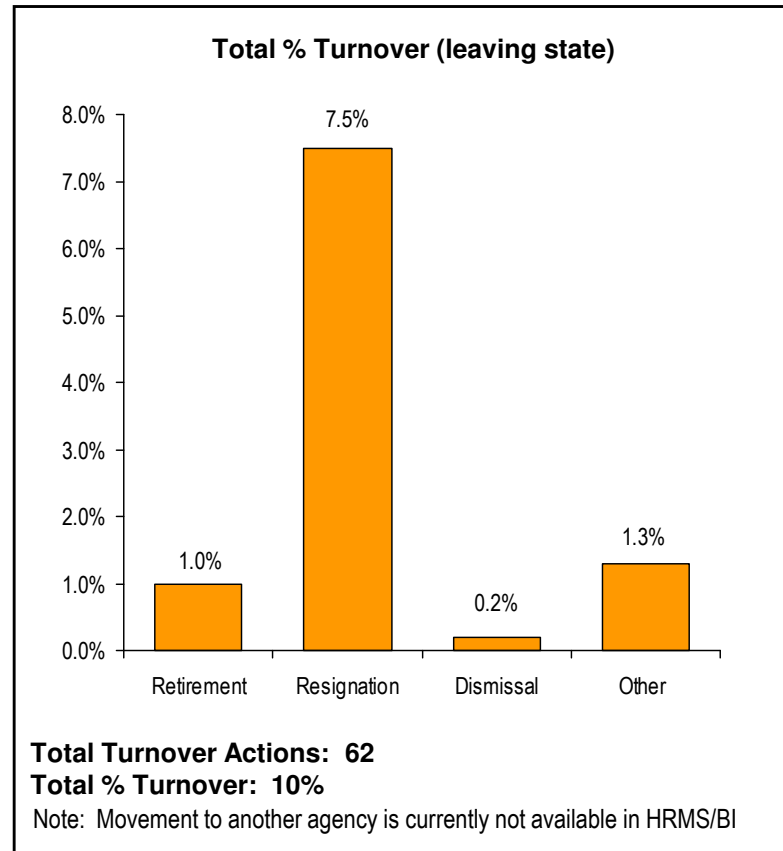
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates

Agency Priority: High



Analysis:

- The largest percent of turnover at WDVA is due to resignations.
- Ten resignations were voluntarily made during the probationary period with several of these made due to performance and various personal reasons.

Action Steps:

- As stated in our 2009 – 2013 Strategic Plan, the WDVA will focus on recruiting and retaining employees:
 - HR will provide additional guidance and support to managers during the hiring and selection process in an effort to fully communicate requirements of positions and environment at our homes to applicants before they accept job offers.
 - The WDVA is in the process of updating our staff on-boarding process and placing emphasis on an easy transition and welcoming environment for new employees. Consideration is being given to assigning a "buddy" to new hires. A new on-boarding packet for employees will be complete by December 1, 2008, with enhancement to the orientation program completed by March 31, 2009.
 - The WDVA will provide training and support of managers during the hiring and selection process to ensure we hire employees who understand the expectations of the position and can fulfill them. Training will be developed and deployed by March 31, 2009.

Workforce Diversity Profile

Agency Priority: Low

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

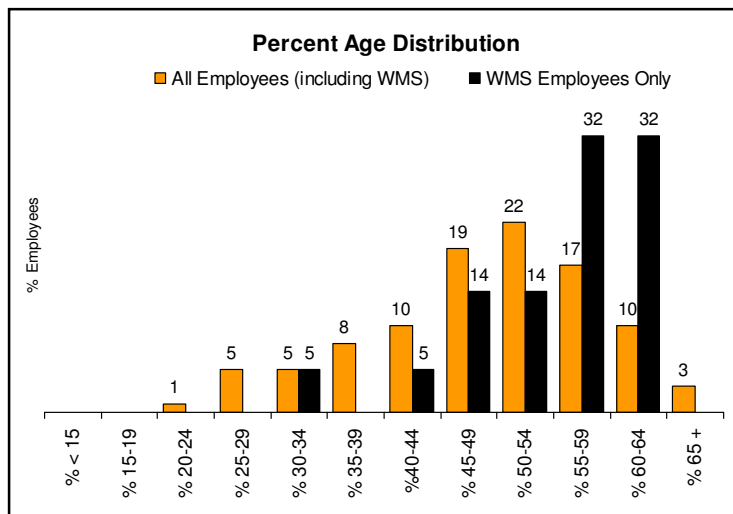
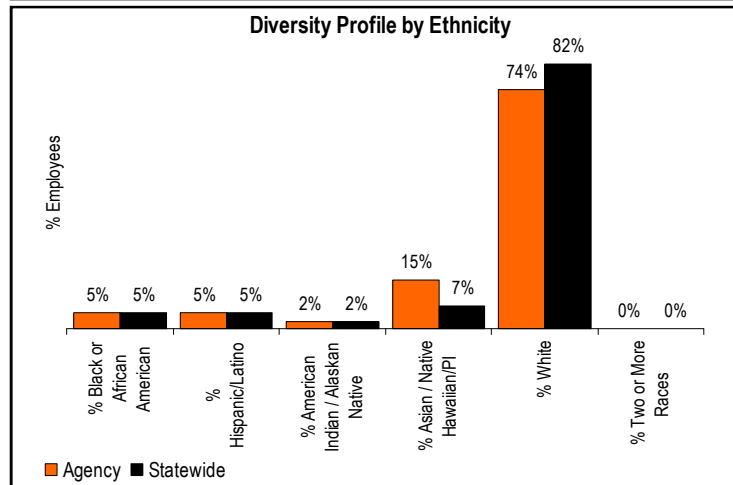
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

	Agency	State
Female	74%	53%
Persons w/Disabilities	3%	4%
Vietnam Era Veterans	8%	6%
Veterans w/Disabilities	5%	2%
People of color	26%	18%
Persons over 40	81%	75%



Analysis:

- The WDVA has been and continues to be committed to diversity.
- The WDVA is at or above the state average in the diversity of our workforce, with the exception of persons w/disabilities.
- Because of the nature of our work (long term care facilities), and the specific physical requirements of those jobs, many of our positions are limited in the candidates we can appoint to these positions.

Action Steps:

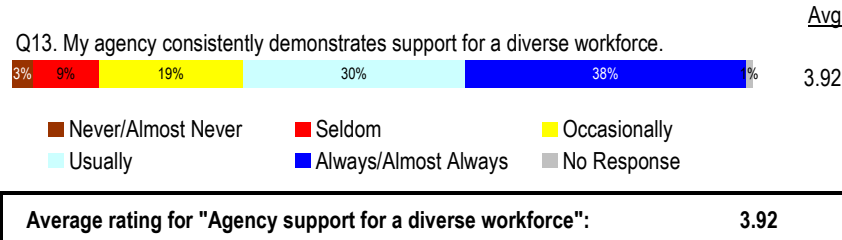
- The WDVA will continue to make affirmative efforts to recruit a diverse workforce.
- The WDVA will continue to participate in job fairs, information fairs, and other targeted recruitment events in an effort to continue to diversify our workforce.

Data as of June 30, 2008
Source: HRMS/BI

Workforce Diversity Profile

Employee Survey “Support for a Diverse Workforce” Ratings

Agency Priority: Low



Analysis:

- The WDVA is rated above the statewide average in this category.
- The WDVA is committed to maintaining a diverse workforce.
- The WDVA provides diversity training to all employees.
- Supervisors receive additional diversity information in supervisor essentials training.
- The WDVA advertises position recruitments to diverse organizations.

Action Steps:

- The WDVA will continue to work with supervisors to support diversity.
- The WDVA will continue to employ strategies to maintaining a diverse workforce through recruitment strategies.

Statewide Average: 3.83

Data as of December 6, 2007
Source: DOP Employee Survey